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ABSTRACT

This study compares intramural/sport club personnel with collegiate/athletic personnel in terms of characteristics of prospective employees, traits for on the job success, and specific course requirements for each. The significance of this research is that it provides a basis for planning curricula, utilizing empirical evidence of the needs of professional sport managers and programs in athletics and intramurals. The study focuses on the relative degree of importance of: (1) specific criteria for hiring sport management personnel and for on the job success; (2) types of management/leadership tasks; (3) educational background; and (4) specific certifications. The program evaluation of the two groups would indicate the amounts of and/or degree of importance of: (1) previous job-related experiences, practica, and internships; (2) management/leadership related courses; and (3) emphasis on program areas within the curriculum. Attention is also given to the diversity in types of management positions and salary ranges. (JD)

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# A CONTRAST/COMPARISON OF NEEDS ASSESSMENT AND CURRICULAR EVALUATION FOR MANAGEMENT CAREERS IN ATHLETICS AND INTRAMURALS

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## INTRODUCTION

AS ENVIRONMENTAL AND POPULATION DEMANDS CHANGE, NEW PROFESSIONS EMERGE TO MEET THE NEEDS OF THOSE CHANGES. SPORT MANAGEMENT HAS EXPANDED TO THE EXTENT THAT A NEW JOB MARKET HAS BEEN CREATED WHICH DEMANDS NEW SKILLS AND NEW PREPARATION (PARKHOUSE, 1984). THUS, THE PHYSICAL EDUCATION AND LEISURE STUDIES PROFESSIONS HAVE ATTEMPTED TO MEET THE NEEDS/DEMANDS OF MAJOR STUDENTS WHO ARE ATTRACTED TO CAREERS IN SPORT BY OFFERING CONCENTRATIONS AND MAJORS IN A WIDE RANGE OF AREAS. SIMULTANEOUSLY, SPORT ORGANIZATIONS WERE EXPERIENCING DEMANDS FROM OWNERS AND SPONSORS TO FUNCTION IN AN ECONOMICALLY SOUND MANNER. AGGRESSIVE MARKETING TECHNIQUES; ACCURATE ACCOUNTING SKILLS; MASTERFUL PUBLIC RELATIONS; (KJELDSEN, 1980) AND GOOD COMMUNICATIONS SKILLS ARE NOTED AS REQUIRED OF THE SUCCESSFUL SPORT MANAGER.

MULLIN (1980) DEFINED SPORT MANAGEMENT AS INCLUDING THE FUNCTIONS OF PLANNING, ORGANIZING, STAFFING, CONTROLLING, AND DIRECTING WITHIN THE CONTEXT OF AN ORGANIZATION WITH A PRIMARY OBJECTIVE OF PROVIDING SPORT OR SPORT RELATED ACTIVITIES, PRODUCTS, OR SERVICES. SPORT MANAGEMENT POSITIONS CAN BE FOUND IN THE FOLLOWING CATEGORIES: LOCAL GOVERNMENTAL AGENCIES, VOLUNTARY AGENCIES, CORPORATIONS OR COMPANIES, FACILITIES, HOTELS AND RESORTS, INTRAMURAL AND/OR SPORT CLUBS, PRIVATE SPORT CLUBS, PROFESSIONAL SPORT ORGANIZATIONS, RETAIL SALES, ATHLETICS, SPORT BUSINESSES, SPORT MANAGEMENT SERVICES, SPORT MARKETING/ MERCHANDIZING, SPORT ORGANIZATIONS, TRAVEL AND CRUISE INDUSTRIES (DESENSI, KELLEY, BEITEL, AND BLANTON, 1987).

SOME HAVE INDICATED THAT THE MANAGEMENT OF A SPORT ORGANIZATION IS, TO A LARGE EXTENT, SIMILAR TO THE MANAGEMENT OF ANY CORPORATION. MULLIN (1980) HOWEVER, NOTED THAT THERE IS A NEED TO HAVE AS SPORT

MANAGERS, PEOPLE WHO HAVE AN APPRECIATION AND UNDERSTANDING OF SPORT. THIS SITUATION CREATES UNIQUE NEEDS IN MARKETING, FINANCE, LAW, AND IN THE MANAGEMENT OF SPORT PERSONNEL; THUS, THE NEED FOR SPECIALIZED COURSES IN THESE AREAS. SINCE THERE IS SUCH A WIDE RANGE OF SPECIFIC JOBS, TASKS, AND RESPONSIBILITIES IN A SPORT ORGANIZATION, THERE IS A NEED FOR SPORT MANAGEMENT PROFESSIONAL PREPARATION PROGRAMS TO OFFER SPECIALIZED SPORT MANAGEMENT TRACKS (PARKHOUSE AND ULRICH, 1979).

THERE IS HOWEVER, A LACK OF AND A NEED FOR EMPIRICAL EVIDENCE FOR THE THEORETICAL BASIS AND CONTENT OF SPORT MANAGEMENT PROGRAMS (DUBIN, 1976; GULIK, 1965; MINTZBERG, 1973; LEWIS, 1980; MULLIN, 1980; PARKHOUSE AND ULRICH, 1979; VANDERZWAAG, 1980; ZEIGLER, 1979). PARKS AND QUAIN (1986) REITERATED THIS POINT BY INDICATING THAT SPORT MANAGEMENT PROGRAMS HAVE BEEN DEVELOPED WITH LITTLE EMPIRICAL EVIDENCE REGARDING THE APPROPRIATENESS OF THE PROGRAMS. THERE IS ALSO NEED FOR SPORT MANAGEMENT EVALUATION RESEARCH (ISSAC AND MICHAEL, 1981; UDINSKY, OSTERLIND AND LYNCH, 1981) FOR THE PURPOPSE OF: (A) EXPLAINING EDUCATIONAL EFFECTS; (B) DEPICTING PROGRAM ROCESSES AND CONTENT, AND (C) DEVISING CURRICULAR MODELS AND INSTRUCTIONAL STRATEGIES.

THE PRESENT STUDY COMPARES INTRAMURAL/SPORT CLUB PERSONNEL WITH COLLEGIATE/ATHLETIC PERSONNEL IN TERMS OF CHARACTERISTICS OF PROSPECTIVE EMPLOYEES, TRAITS FOR ON THE JOB SUCCESS, AND SPECIFIC COURSE REQUIREMENTS FOR EACH. THUS, THE SIGNIFICANCE OF THIS RESEARCH IS THAT IT PROVIDES A BASIS FOR PLANNING CURRICULA, UTILIZING EMPIRICAL EVIDENCE OF THE NEEDS ASSESSMENT AND PROGRAM EVALUATION BY/FOR PROFESSIONAL SPORT MANAGEMENT IN ATHLETICS AND INTRAMURALS.

## PURPOSE

THE PURPOSE OF THIS STUDY WAS TWO-FOLD

A. TO ASSESS THE NEEDS OF SPORT MANAGEMENT POSITIONS, AND

B. TO OBTAIN EVALUATION OF SPORT MANAGEMENT PROGRAMS BY MANAGEMENT PERSONNEL FROM DIFFERENT SPORT PROGRAM PERSPECTIVES, I.E., COLLEGE INTRAMURAL/SPORT CLUBS AND COLLEGIATE ATHLETICS

MORE SPECIFICALY, THIS STUDY FOCUSES ON THE RELATIVE DEGREE OF IMPORTANCE OF: (A) SPECIFIC CRITERIA FOR HIRING SPORT MANAGEMENT PERSONNEL AND ON THE JOB SUCCESS, (B) TYPES OF MANAGEMENT/LEADERSHIP TASKS, (C) EDUCATIONAL BACKGROUND, AND (D) SPECIFIC CERTIFICATIONS. THE PROGRAM EVALUATION OF THE TWO GROUPS WOULD INDICATE THE AMOUNTS OF AND/OR DEGREE OF IMPORTANCE OF: (A) PREVIOUS JOB RELATED EXPERIENCES/ PRACTICA/INTERNSHIPS, (B) MANAGEMENT/LEADERSHIP RELATED COURSES, AND (C) EMPHASIS ON PROGRAM AREAS WITHIN THE CURRICULUM. ATTENTION IS ALSO GIVEN TO THE DIVERSITY IN TYPES OF MANAGEMENT POSITIONS AND SALARY RANGES.

## PROCEDURES

THE SUBJECTS FOR THIS STUDY WERE MANAGEMENT PERSONNEL IN ATHLETICS AND INTRAMURALS FROM THE SAME GROUP OF RANDOMLY SELECTED SCHOOLS ACROSS THE NATION WITH STRATIFICATION FOR AAHPERD DISTRICTS AND INSTITUTIONAL SIZE. SUBJECTS WERE MAILED A LETTER OF EXPLANATION, SURVEY INSTRUMENT, AND STAMPED RETURN ENVELOPE.

THE FORMAT OF THE SURVEY WAS PRIMARILY OBJECTIVE, BUT INCLUDED SOME SUBJECTIVE QUESTIONS. DATA WERE ANALYZED USING CROSSTABULATIONS OF ALL OBJECTIVE ITEMS BY GROUP, I.E., ATHLETICS AND INTRAMURALS, AND CHI SQUARE APPLIED WHERE APPROPRIATE.

## RESULTS

### CRITERIA FOR HIRING AND ON THE JOB SUCCESS

THE RESULTS OF THIS STUDY INDICATED THAT BOTH EMPLOYER GROUPS (COLLEGIATE INTRAMURAL/SPORT CLUBS AND COLLEGIATE ATHLETICS) HAD SIMILAR EXPECTATIONS FOR PROSPECTIVE SPORT MANAGEMENT EMPLOYEES (FIG.1) AND FOR ON THE JOB SUCCESS (FIG.2). THESE EXPECTATIONS WERE FAIRLY CONSISTENT WHEN DETERMINING THE MOST IMPORTANT CHARACTERISTICS/ EXPERIENCES AND WHEN DETERMINING THE LEAST IMPORTANT CHARACTERISTICS/ EXPERIENCES. DIFFERENTIATION OCCURRED WHEN COMPARING OTHER CRITERIA FOR HIRING AND ON THE JOB SUCCESS. DIFFERENTIATION IS ALSO EVIDENT WHEN COMPARING THE RANKINGS OF THESE CRITERIA WITH INTRAMURAL/SPORT CLUBS AND WITH ATHLETICS.

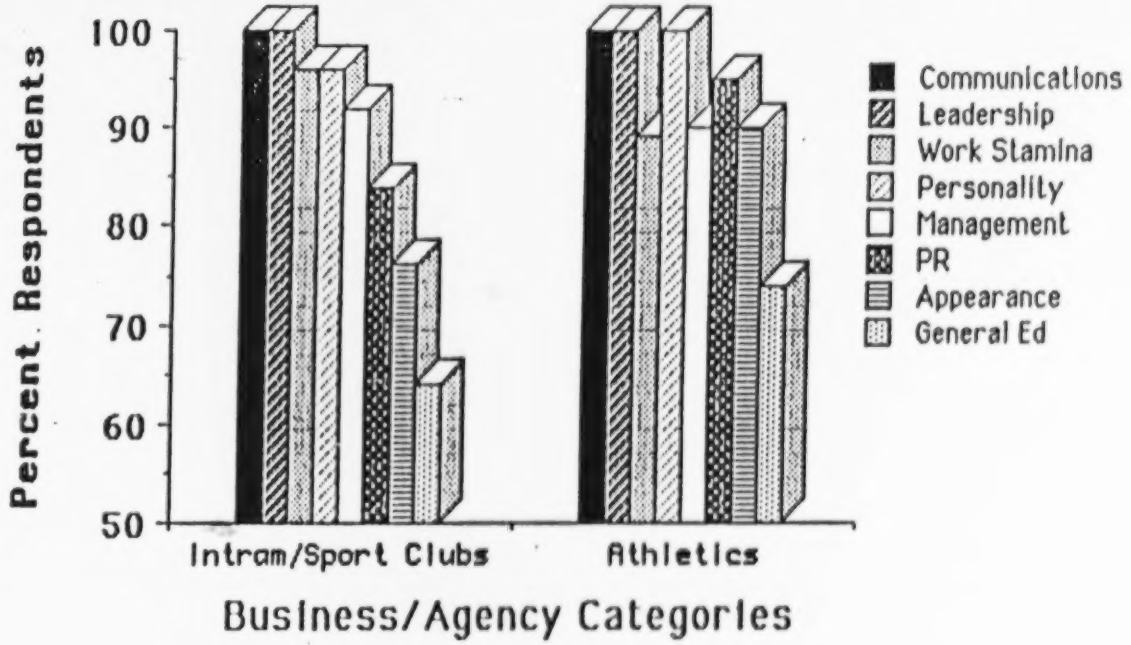
## MOST IMPORTANT CURRICULAR AREAS

RESPONDENTS FROM COLLEGIATE ATHLETIC DEPARTMENTS IDENTIFIED COMMUNICATION AS THE MOST IMPORTANT CURRICULAR AREA (FIG. 5) WHICH IS CONSISTENT WITH THEIR IDENTIFICATION OF COMMUNICATION SKILLS AS BEING THE MOST IMPORTANT CRITERIA FOR HIRING AND ON THE JOB SUCCESS. INTRAMURAL/SPORT CLUB RESPONDENTS IDENTIFIED ORGANIZATION/MANAGEMENT AS THE MOST IMPORTANT CURRICULAR AREA WHICH INDICATES A DISCREPANCY WHEN COMPARING THEIR RESPONSES FOR CRITERIA FOR HIRING AND ON THE JOB SUCCESS (FIGS. 1 & 2).

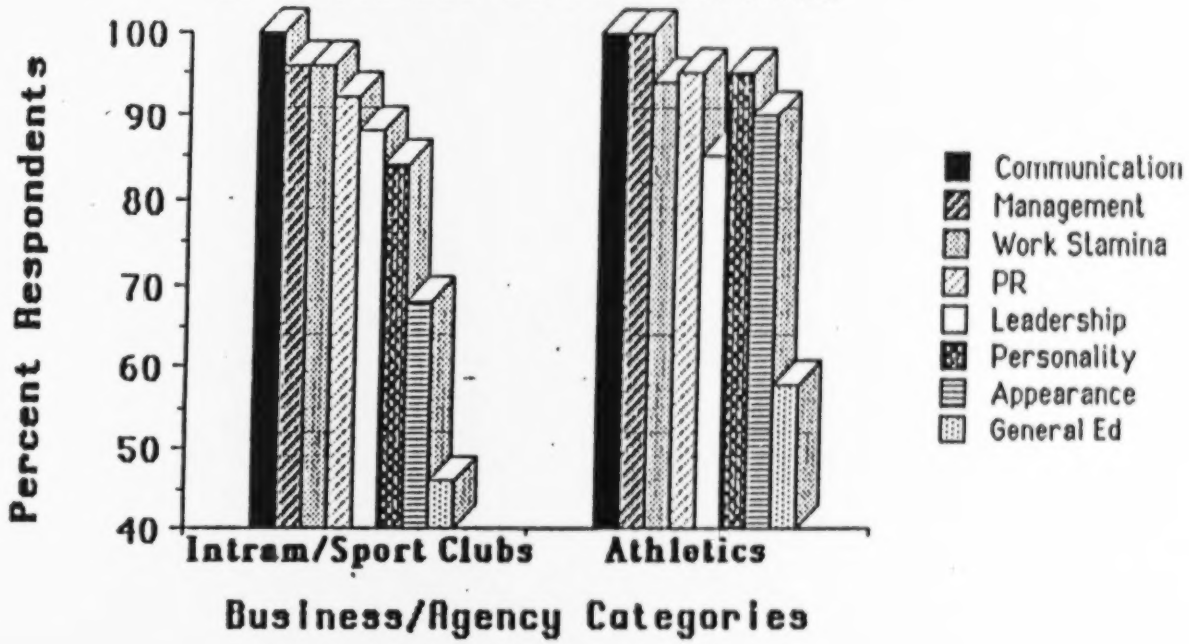
## LEAST IMPORTANT CURRICULAR AREAS

RETAILING/SALES AND PRODUCT DEVELOPMENT WERE IDENTIFIED BY BOTH GROUPS AS BEING THE CURRICULAR AREAS OF THE LEAST IMPORTANCE (FIG. 6). MOTOR/SKILL DEVELOPMENT, POLICY DEVELOPMENT AND SPORT LAW WERE ALSO IDENTIFIED AS CURRICULAR AREAS OF LITTLE IMPORTANCE TO INTRAMURAL/SPORT CLUBS AND ATHLETICS PERSONNEL RESPONDENTS.

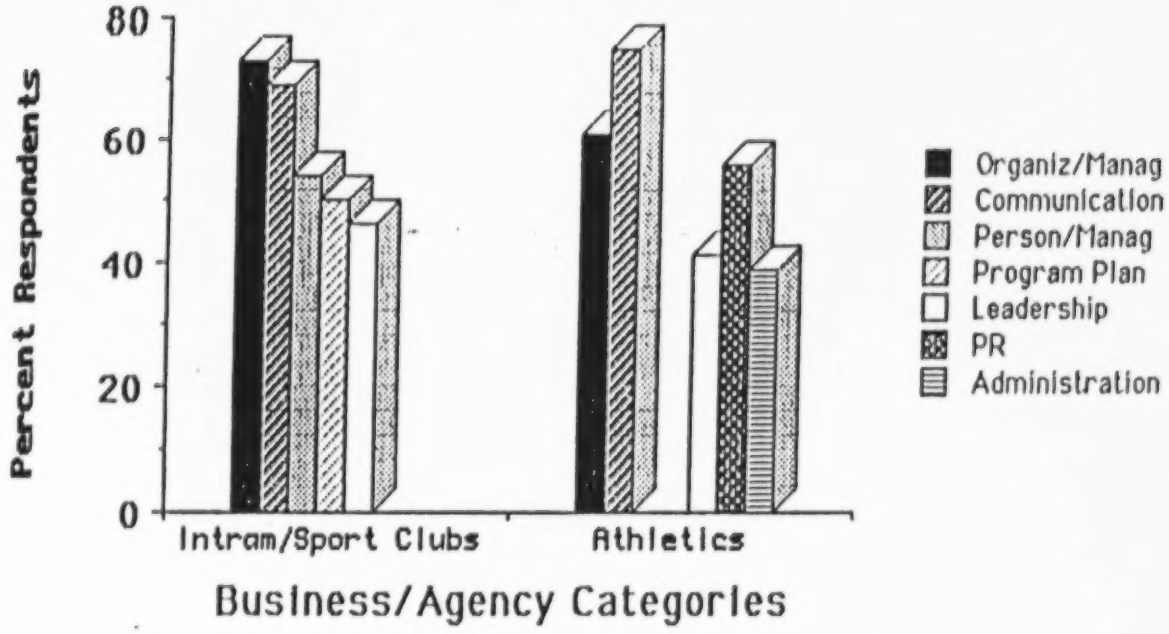
## Criteria for Hiring Sport Management Personnel



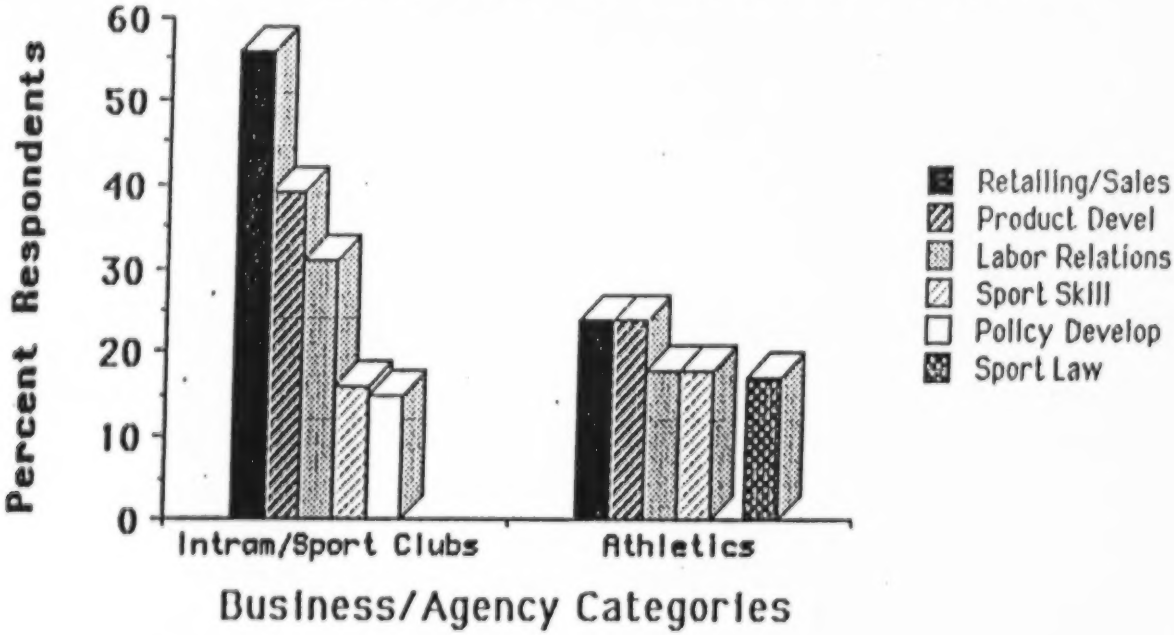

## Criteria for On Job Success



## Five Most Important Curricular Areas

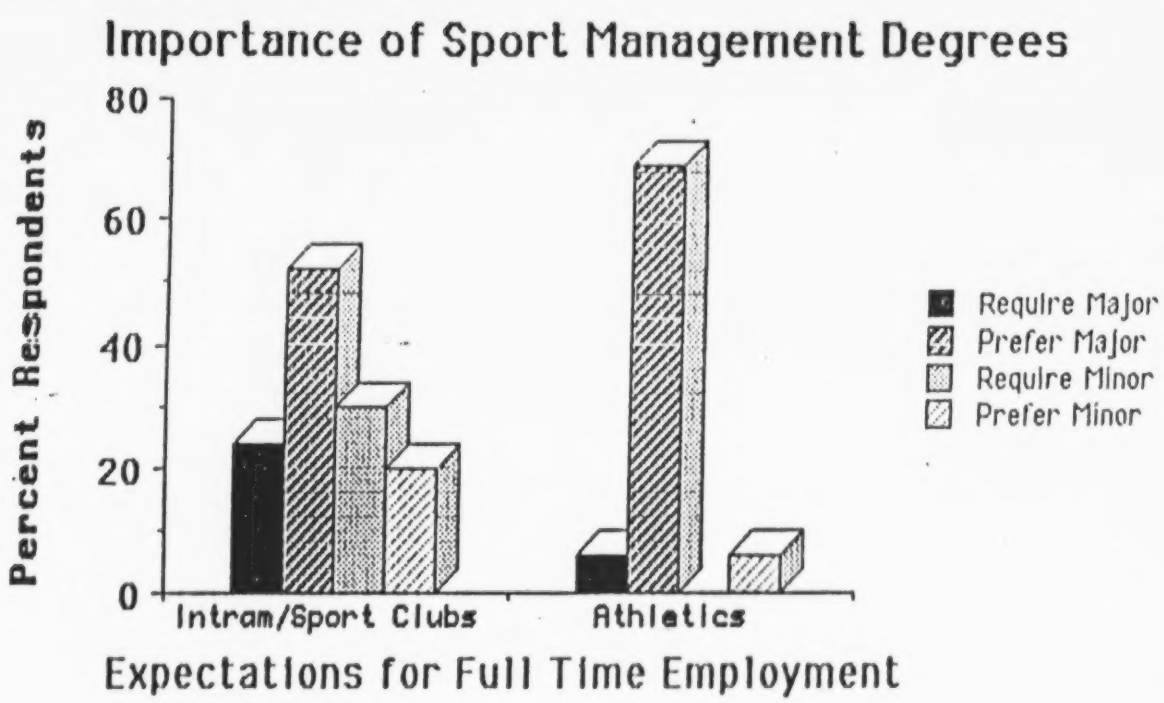


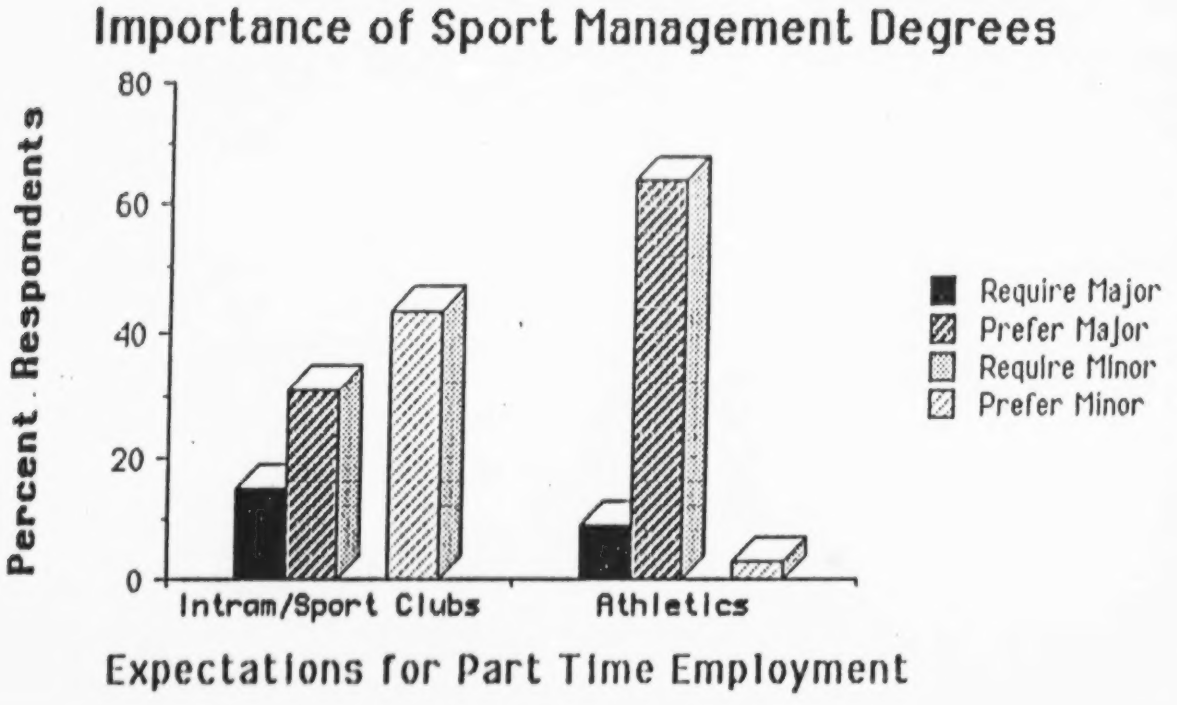

## Five Least Important Curricular Areas



IMPORTANCE OF SPORT MANAGEMENT DEGREES

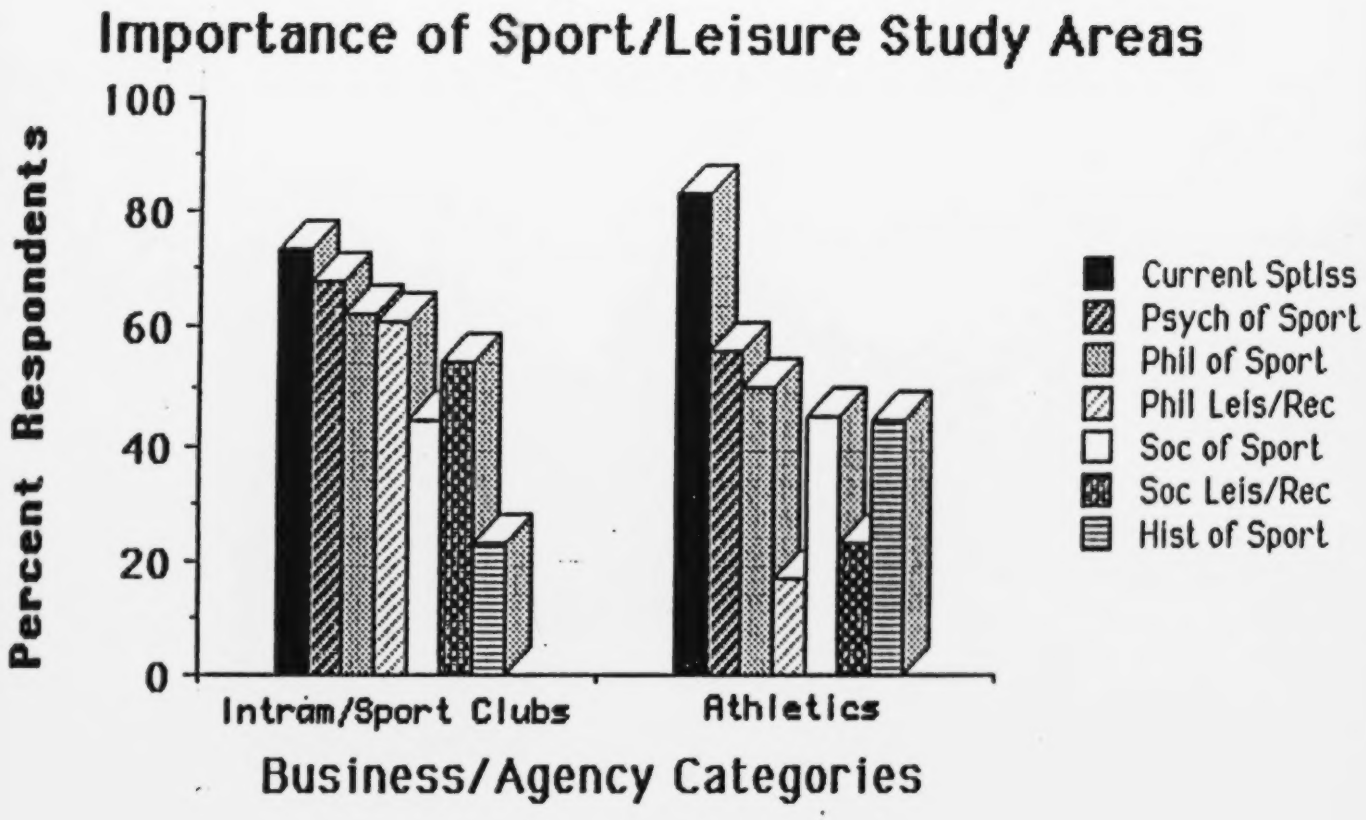
INTRAMURAL/SPORT CLUBS AND ATHLETICS PERSONNEL RESPONDENTS INDICATED THEIR PREFERENCE THAT EMPLOYEES HOLD DEGREES IN SPORT MANAGEMENT WHETHER HIRING FOR PART TIME OR FULL TIME EMPLOYMENT. IN ACTUALITY, LESS THAN 30% HAVE REQUIREMENTS FOR FULL TIME OR PART TIME EMPLOYEES TO HOLD SPORT MANAGEMENT DEGREES (FIGS. 3 & 4).


Importance of Sport Management Degrees
Percent Respondents
80
60
40
20
0
Intram/Sport Clubs
Athletics
Require Major
Prefer Major
Require Minor
Prefer Minor
Expectations for Full Time Employment


Importance of Sport Management Degrees
Percent Respondents
80
60
40
20
0
Intram/Sport Clubs
Athletics
Require Major
Prefer Major
Require Minor
Prefer Minor
Expectations for Part Time Employment

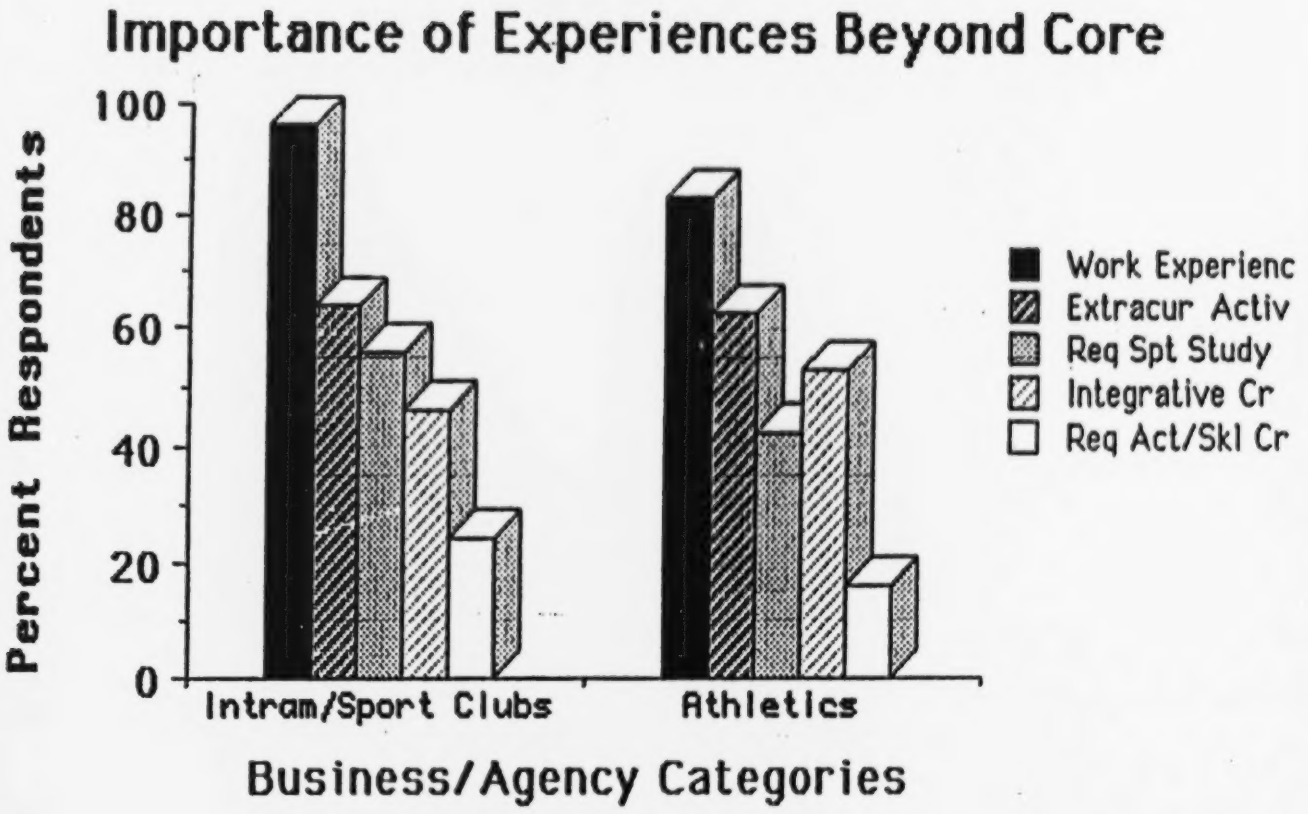
IMPORTANCE OF SPORT/LEISURE STUDY AREAS

CURRENT SPORT ISSUES WAS IDENTIFIED BY INTRAMURAL/SPORT CLUBS AND ATHLETIC DEPARTMENT RESPOPNDENTS AS BEING THE MOST IMPORTANT AREA OF STUDY IN SPORT AND LEISURE. HISTORY OF SPORT WAS NOTED AS BEING OF LEAST IMPORTANCE TO INTRAMURAL/SPORT CLUB RESPONDENTS WHILE PHILOSOPHY OF LEISURE/RECREATION WAS IDENTIFIED AS LEAST IMPORTANT TO ATHLETIC DEPARTMENT PERSONNEL (FIG. 7).


Importance of Sport/Leisure Study Areas
Percent Respondents
100
80
60
40
20
0
Intram/Sport Clubs
Athletics
Business/Agency Categories
Current Sptlss
Psych of Sport
Phil of Sport
Phil Leis/Rec
Soc of Sport
Soc Leis/Rec
Hist of Sport

## IMPORTANCE OF EXERIENCES BEYOND THE BASIC COLLEGE CORE CURRICULUM

BOTH INTRAMURAL/SPORT CLUBS PERSONNEL AND ATHLETICS PERSONNEL IDENTIFIED WORK EXPERIENCE AS THE MOST IMPORTANT TYPE OF EXPERIENCE BEYOND THE BASIC COLLEGE CORE CURRICULUM. THE LEAST IMPORTANT EXPERIENCE AS NOTED BY BOTH INTRAMURAL/SPORT CLUBS AND ATHLETICS WAS REQUIRED ACTIVITY/SKILL COURSES (FIG. 8).


Importance of Experiences Beyond Core
Percent Respondents
100
80
60
40
20
0
Intram/Sport Clubs
Athletics
Business/Agency Categories
Work Experienc
Extracur Activ
Req Spt Study
Integrative Cr
Req Act/Skl Cr

PRACTICA AND INTERNSHIP EXPERIENCES

THE NUMBER OF RECOMMENDED PRACTICA WAS ONE TO TWO EXPERIENCES. THE LENGTH OF THE PRACTICA SHOULD BE FROM ONE TERM TO ONE YEAR. SHORT TERM PRACTICA WERE SUGGESTED BY INTRAMURAL/SPORT CLUBS RESPONDENTS FOR STUDENTS TO INDENTIFY AREAS OF INTEREST AND THEN INCREASE THOSE PRACTICA TO 10-15 WEEKS EACH. ATHLETICS PERSONNEL RESPONDENTS SUGGESTED PRACTICA EXPERIENCES SHOULD LAST FROM SIX MONTHS TO THREE YEARS. CATEGORIES FOR PRACTICA EXPERIENCES FOR BOTH INTRAMURAL/SPORT CLUBS PERSONNEL AND ATHLETICS PERSONNEL ARE LISTED IN FIGURE 9.

THE INTERNSHIP EXPERIENCE WAS CONSIDERED MORE IMPORTANT THAN THE PRACTICA EXPERIENCES BY BOTH GROUPS OF RESPONDENTS. THE INTRAMURAL/ SPORT CLUBS RESPONDENTS INDICATED ONE OR TWO INTERNSHIPS LASTING FROM SIX MONTHS TO ONE YEAR WERE ADEQUATE. SOME ATHLETICS PERSONNEL RESPONDENTS INDICATED THAT AS MANY AS FOUR INTERNSHIPS LASTING FROM A HALF OF ONE SEMESTER TO TWO YEARS WERE NEEDED. CATEGORIES FOR BOTH INTRAMURAL/SPORT CLUBS PERSONNEL AND ATHLETICS PERSONNEL ARE LISTED IN FIGURE 10.

THE STUDENTS' CAREER GOALS SHOULD INFLUENCE WHETHER THE PRACTICUM AND INTERNSHIP ARE AT THE SAME SITE. IF A GENERAL BACKGROUND IS DESIRED, DIFFERENT SITES ARE PROBABLY MORE APPROPRIATE, WHEREAS SPECIALIZATION IS MORE LIKELY IF THE PRACTICUM AND INTERNSHIP ARE AT THE SAME SITE. SOME RESPONDENTS EXPRESSED THE IMPORTANCE OF PRACTICA AND INTERNSHIP EXPERIENCES OCCURRING AT INSTITUTIONS OTHER THAN THE STUDENTS' PRESENT INSTITUTION.

THE VIEW WAS EXRESSED THAT SPORT MANAGEMENT IS A UNIQUE AREA OF STUDY AND THAT KNOWLEDGE IN ALL ASPECTS OF SPORT IS IMPORTANT. IT WAS NOTED THAT TO HAVE GENERIC MANAGEMENT SKILLS IS INSUFFICIENT PREPARATION FOR THE SPORT MANAGER AND THE PRACTICA/INTERNSHIP EXPERIENCE IS IMPORTANT IN ORDER TO UNDERSTAND THE SPECIFIC SPORT MANAGEMENT SETTING. FOR THIS REASON, THE SUGGESTION WAS MADE THAT AN INTERNSHIP IN A COMPREHENSIVE SPORT ORGANIZATION WITH A VARIETY OF EXPERIENCES WAS IMPORTANT.

## Types of Practica Experiences Suggested by Business/Agency Categories

### Intram/Sport Clubs

College/University Setting
Communication Skills
Graduate Assistant
Intram/Rec Administration
Maintenance Tasks
Management
Marketing
Parks and Recreation
Public Relations
Receptionist
Scheduling
Supervision of Facil/Prog
Training Personnel

### Athletics

Administration
Budgeting
Athletic Playing Experience
Coaching Experience
Event Management
Facilities Management
Fund Raising
Job in the Field
Media Relations
Personnel Evaluation
Professional Sport
Promotions
Recreational Sport Supervision
Team Management

## Types of Internship Experiences Suggested by Business/Agency Categories

### Intram/Sport Clubs

Graduate Assistantships
a. Campus Recreation
b. Intramurals

Campus Intramural and Rec Management
a. Supervision
b. Personnel Management
c. Training
d. Communication Skills
e. Maintenance
(also experiences at other institutions)

### Athletics

Administrative Assistant
Area specific to career goals
Athletic Department
Event Planning and Management
General Administrative Experience
a. Athletic Academic Advising
b. NCAA Rules Certification
c. Financial Aid
d. Game Day Management
Division I Athletic Program
a. Promotions & Fund Raising
b. Event Management
Recreation/Sports Supervisor
Facility Management

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College/University Setting
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Graduate Assistant
Intram/Rec Administration
Maintenance Tasks
Management
Marketing
Parks and Recreation
Public Relations
Receptionist
Scheduling
Supervision of Facil/Prog
Training Personnel

## Athletics

Administration
Budgeting
Athletic Playing Experience
Coaching Experience
Event Management
Facilities Management
Fund Raising
Job in the Field
Media Relations
Personnel Evaluation
Professional Sport
Promotions
Recreational Sport Supervision
Team Management

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(also experiences at other institutions)

## Athletics

Administrative Assistant
Area specific to career goals
Athletic Department
Event Planning and Management
General Administrative Experience
- a. Athletic Academic Advising
- b. NCAA Rules Certification
- c. Financial Aid
- d. Game Day Management

Division I Athletic Program
- a. Promotions & Fund Raising
- b. Event Management

Recreation/Sports Supervisor
Facility Management

DISTRIBUTION OF MANAGEMENT TASK WORKLOAD

COMMUNICATION WAS IDENTIFIED AS COMMANDING THE MAJORITY OF THE WORKLOAD FOR 20-25% OF THE RESPONDENTS IN BOTH INTRAMURAL/SPORT CLUBS AND IN ATHLETICS (FIG. 11). THIS IS CONSISTENT WITH THEIR IDENTIFICATION OF COMMUNICATION SKILLS AS BEING THE MOST IMPORTANT CRITERIA FOR HIRING AND FOR ON THE JOB SUCCESS. COMMUNICATION SKILLS WERE ALSO IDENTIFIED AS EITHER THE FIRST OR SECOND MOST IMPORTANT CURRICULAR AREA FOR SPORT MANAGERS.

# Percent of Workload for Management Tasks by Business/Agency Categories*

| Intram/Sport Clubs | | Athletics |
|---|---|---|
| | **20-25% of Workload** | |
| Communicating (63%) | | Communicating (57%) |
| Directing (58%) | | |
| | **15-20% of Workload** | |
| Planning (33%) | | Controlling (64%) |
| | | Directing (64%) |
| | **10-15% of Workload** | |
| Organizing (53%) | | Planning (86%) |
| | | Evaluating (78%) |
| | | Organizing (64%) |
| | **5-10% of Workload** | |
| Evaluating (67%) | | Budgeting (86%) |
| Budgeting (60%) | | Staffing (72%) |
| Staffing (57%) | | |
| Planning (43%) | | |

* Values in ( ) Indicate Percent Respondents